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ABSTRACT

During the spring of 1997, 242 academic institutions were surveyed concerning professional preparation in sport management; 132 institutions (59.1 percent) responded. Among respondents, 78 (59.1 percent) indicated they had an undergraduate degree program in sport management, while 65 (49.2 percent) provide a graduate sport management degree. Eighty (60.6 percent) institutions offer undergraduate sport management course(s); 69 (52.3 percent) offer courses at the graduate level. Of the 21 institutions that reported having no degree or course offering in sport management, only 4 (19 percent) indicated that they were considering a program in the future. Other findings included: (1) most sport management programs (48.2 percent) are administratively structured in departments of Physical Education or Kinesiology; (2) the primary emphasis of the sport management programs was divided between sport programming in recreational settings and professional sports marketing and services; and (3) only 25.6 percent of programs were accredited. Also included in this report are sample course catalog descriptions; a sample course topical outline; and lists of student evaluation methods, teacher-directed instructional strategies, sample course objectives, sample professional journals and publications, sample textbooks and publications, examples of student projects and assignments, sources for resource materials, and the institutions participating in the study. (DB)

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ED 419 442

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Professional Preparation in Sports Management

From *A National Study on Professional Preparation in Sports Management*

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Indiana University, Bloomington, IN 47405
1997

HE 031 213

Dept of Recreation & Park Admin. Indiana University

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Note: Completed surveys, statistics and technical materials supplied during the study by institutions offering sport management professional preparation programs were utilized in the preparation of this monograph. The authors have also provided additional information that was not specifically obtained from the institutions but deemed important and beneficial for inclusion in the monograph. For further information concerning the study and its findings, please contact any of the researchers at Indiana University, Bloomington, IN, 47405, (812) 855-4711.

Summary of the National Study

During the spring of 1997, 242 academic institutions were surveyed concerning professional preparation in sport management, and 132 institutions (59.1%) responded to the survey. Of the 132 institutions responding, 78 (59.1%) indicated that they have an undergraduate degree program in sport management while 65 (49.2%) provide a specific graduate sport management degree. In addition, 80 (60.6%) institutions offer undergraduate sport management course(s) compared to 69 (52.3%) at the graduate level. Of the 21 institutions who reported having no degree or course offerings in sport management, only 4 (19%) indicated that they are considering a program in the future. The following findings resulted from the study:

1. The average number of graduate sport management programs have been in existence since 1985 while the undergraduate programs have been in existence since 1987.

2. The majority of sport management programs (48.2%) are administratively structured in Departments of Physical Education or Kinesiology. Departments of Recreation or Leisure Studies accounted for the next largest administrative structure with 8%.

3. The primary emphasis/philosophy of the sport management programs (45.4%) is divided between sport programming in recreational settings and professional sports marketing and services. Over 36% of the respondents indicated that emphasis is placed on management and marketing services for professional and varsity athletic agencies.

4. Surprisingly , only 25.6% of the programs were accredited. For accredited programs, the most often mentioned accrediting organization/agency was NASSM/NASPE. This accrediting agency is not recognized by a national accrediting body.

5. Student enrollments vary by degree program. The average undergraduate degree program consisted of 87 majors and 34 majors for graduate degree programs. Minimum GPA for admission was 2.24 for undergraduates and 2.83 for graduate students. On average, approximately 33 students are admitted per year to undergraduate programs while 18 students are admitted annually to graduate programs.

6. Internships or field experiences are generally required for students in the undergraduate programs. Many graduate programs do not require an internship.

7. Professional sport franchises, school/college athletics and sport business were the top three employment settings for both undergraduate and graduate sport management majors.

8. With regards to sport management courses offered, the majority of undergraduate programs require: sport law/legal aspect of sports, sport management and sport

administration courses. Graduate programs require research methods, sport law/legal aspects of sports, sports administration and statistics courses. Many programs require business courses such as: budgeting, marketing and economics.

9. The organizations and agencies most frequently cited as sources of assistance in program planning were: American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD), North American Society for Sport Management (NASSM), and the National Recreation and Park Association (NRPA).

Sample Course Catalog Descriptions

ADMINISTRATION OF PHYSICAL EDUCATION AND SPORT PROGRAMS (3 credit hours): Theory and practices in the organization and administration of physical education, athletic training and other sport programs as related to finances, facilities, equipment, program development, organizational structures, risk management, human relations, legal aspects and personnel.

APPLIED SPORT PSYCHOLOGY (3 credit hours): A course designed to teach the basics of motivation to physical educators, coaches, sport participants and recreational professionals. The course will focus on individual differences as they apply to sport performance; emphasis on aggression, affiliation, motivation and personality traits of the sport participant.

COMPUTER APPLICATIONS IN SPORT MANAGEMENT (3 credit hours). Exploration and examination of computer applications relevant to sport management. Emphasis will be placed on a "hands-on" approach exploring how various software applications can be used in recreational sports settings.

CUSTOMER SERVICE AND MEDIA RELATIONS (3 credit hours). This course will emphasize practical approaches in dealing with the media and customer service with a special concentration in the areas of sports and recreation. Overview of media relations and the use of quality programs to achieve excellence in customer service will be major themes. Trips to radio, television and newspaper offices required.

HISTORY AND PHILOSOPHY OF SPORT AND RECREATION (3 credit hours): Major historical and philosophical developments in sport and recreation, including interscholastic, intercollegiate and professional sport. Development of the recreation and commercial fitness industries are examined.

INTERNATIONAL SPORT MANAGEMENT AND ADMINISTRATION (3 credit hours): Attention is focused upon sport business that crosses country borders. Aspects of the course will sensitize the student to the cultural and political nature of sport. Regional and global sport associations will be explained and discussed.

INTERNSHIP OF SPORT MANAGEMENT (1-15 credit hours): An experience-based course in which the student spends a specified amount of time with a sport or recreation agency or organization in order to gain actual experience and to understand the application of sport administration and facility management in this setting. Supervision will be jointly provided by the cooperating organization and the university. Prerequisites: At least Junior standing and permission of the instructor.

INTRODUCTION TO SPORT MANAGEMENT (3 credit hours): An examination of the broad spectrum of career opportunities available in the sport management profession. Special emphasis on career planning, sport management terminology, and an overview of specific skills and courses required for professional preparation in sport management.

ISSUES AND TRENDS IN SPORT (3 credit hours): A basic understanding of the developments, trends, an social processes that explain the widely popular sporting experiences of society today.

MANAGEMENT OF INTRAMURALS AND RECREATION (3 credit hours): Presentation of principles and practice in planning, conducting, and evaluating intramural and recreation programs in public and private agencies and at all levels of education. The managerial and sociological aspects of each program will be emphasized.

MANAGEMENT OF PHYSICAL EDUCATION, INTRAMURAL RECREATION, AND ATHLETICS (3 credit hours): Underlying philosophy, principles, policies and procedures of administration as applied to health, physical education, recreation and athletics. The course includes leadership techniques, long-range planning, budgeting, purchasing, facilities planning and care, curriculum development, legal liability, public recreation and evaluation.

RECREATIONAL SPORTS PROGRAMMING (3 credit hours): Overview of programmatic elements and techniques in recreational sports. Topics include informal, intramural, club, extramural, and instructional sports; terminology and career opportunities in various recreational sport settings.

SPONSORSHIP (3 credit hours): A detailed consideration of the relation between sports and corporate sponsorship programs. The course focuses on alignment marketing issues, strategic communication through sponsorship, sponsor value, and sponsorship evaluation.

SPORT FINANCE (3 credit hours): Economic and finance theories applied to sport organizations and administration.

SPORT AND LAW (3 credit hours): Examines how sport is influenced by state and federal legislation, collective bargaining, labor agreements, and regulatory agencies. Liability, employer-employee relations, contract law, and constitutional law will be explored within the context of sport.

SPORT CLUB MANAGEMENT (3 credit hours): Management techniques of private sport clubs are studied in order to prepare the student to manage this type of facility, i.e., racquet and tennis clubs, fitness centers, corporate fitness centers, and YMCA's.

SPORTS OFFICIATING (3 credit hours): A study of the rules, mechanics and philosophy of sports officiating.

Sample Student Evaluation Methods

Objective testing
Evaluation of written assignments
Evaluation of group projects
Evaluation of case studies
Evaluation of in-class activities and exercises
Evaluation of research papers
Various classroom assessment techniques (one-minute evaluation, pro-con grid, etc.)
Class attendance and participation
Student portfolios

Sample Teacher-Directed Instructional Strategies

Utilize group process whenever applicable
Conduct field trips to sports centers
Conduct laboratory simulations
Invite guest speakers
Web technology and incorporation into the classroom lectures
Multi-media presentations
Practicum experiences/projects in the community

Sample Course Objectives List

The following are course objectives for a sample sport management course.

Legal Issues for the Sport Practitioner

1. Understand appropriate legal terminology.
2. To develop the student's understanding of litigation procedures and the court system.
3. Demonstrate the use of legal reference materials.
4. Identify the appropriate contents of liability waivers, their appropriate use, and understanding of their placement in contract law.
5. Understand appropriate procedures for reducing the incidence of injuries/lawsuits.
6. To understand the development of an event or facility risk management plan.
7. Be able to assess risk in sport facilities and develop effective risk management strategies.
8. Understand how to apply due process and equal protection clauses in the sport context.

Introduction to Sport Management

1. Describe important historical happenings or eras in sport which have shaped sport as it is today.
2. Identify the role of management and the appropriate skills and functions of a manager in a sport delivery system.
3. Understand the sport enterprise as a business and the influence business has had on the growth of sport.
4. Identify professional organizations and governing bodies aligned with various career fields.
5. Understand how one coordinates the activities of members by clearly defining the tasks and grouping the tasks into units with supervisory personnel.
6. Develop an ethical philosophical foundation as related to sports management.

Financial Aspects of Sport

1. Develop an understanding of organizational and capital budgets.
2. Discuss the role of financial management in the overall decision-making process of a sport organization.
3. Develop an understanding of the sources of income and expenses for sport organizations.
4. Discuss current finance issues in professional, commercial and collegiate sport.
5. Develop an understanding of economic impact analysis and its use within sport.

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Recreational Sport Personnel

1. To provide practical leadership experience in the management of human resources.
2. To recognize intentional misconduct in the recreation and park environment.
3. To teach effective program control techniques though the management of human resources.
4. To become familiar with the organizational skills necessary in dealing with personnel.
5. To understand basic personnel management skills and techniques.

Sport Marketing

1. Develop a comprehensive marketing plan for a sport organization.
2. Identify sources of marketing information and describe marketing research and information management.
3. Discuss the role of public relations and promotion within sport marketing as well as the basic principles of sport sponsorship.
4. Identification of target markets, marketing strategies, market segmentation, and the P's of marketing.
5. Understand the principles of consumer behavior.

Event and Facility Management

1. Develop the skills to successfully plan and manage events.
2. Discuss current trends in sport facilities and equipment.
3. Demonstrate the ability to read and understand facility designs and blueprints.
4. Understand the Americans with Disabilities Act and how it should be implemented in building design.
5. Understand how to select a planning consultant, architect, engineering firm, construction manager, and contractors.

Sociology of Sport

1. Develop the ability to utilize major sociological frameworks to analyze sport as a social institution.
2. Develop the ability to analyze how other social institutions and societal norms impact upon sport's structure and shapes individual behaviors.
3. Develop the ability to analyze how concerns of the larger society (i.e., race, gender, religious, class, economic, etc.) are reflected in sports.

Introduction to Intramural Sport and Recreational Sport Management

1. Define the concepts of play, games, the various levels of recreational sport, athletic sport, and professional sport in order to develop a better understanding of the relationships which exist.
2. Develop an understanding of recreational programming in colleges, military, and public school settings.
3. Develop the skills to successfully plan, schedule, operate, and evaluate an intramural sports tournament.
4. Develop an appreciation for intramural sports officiating and the necessary factors which must be considered in scheduling officials.

Recreational Sports Programming

1. To identify the nature, scope and importance of recreational sports in the total recreation/physical education program.
2. To gain an understanding of the basic competencies required to program recreational sports in a variety of settings.
3. To understand basic recreational sports terminology, the theories of competitive and cooperative play and to recognize the philosophical basis and values of recreational sports to the individual.
4. To recognize participant development attributes and to understand the socialization process in sports.
5. To develop skills of planning, organizing and scheduling recreational sports in collegiate, public and private settings.

Sample Professional Journals and Publications

American Fitness, Aerobics and Fitness Association of America, (800) 445-5950
Athletic Administration, National Association of Collegiate Directors of Athletics, (216) 892-4000
Athletic Business, Athletic Business, (608) 249-0186
CAHPER Journal, Canadian Association for HPER, (613) 748-5622
Interscholastic Athletic Administration, Natl Federation of State High School Assoc. (816) 464-5400
Journal of American Fitness Association, American Fitness Association, (213) 596-0977
Journal of Leisure Research, NRPA, (703) 820-4940
Journal of Physical Education, Recreation and Dance, AAHPERD, (703) 476-3400
Journal of Sport and Exercise Psychology, Human Kinetics Publishers, (217) 351-5076
Journal of Sport Management, NASSM, (217) 351-5076

Journal of Sport and Social Issues, Center for the Study of Sport in Society, (617) 437-5815
Journal of Sports Sciences, British Association of Sports Sciences, (071) 865-0066
Journal of Teaching in Physical Education, Human Kinetics Publishers, (217) 351-5076
NIRSA Journal, NIRSA, (507) 737-2088
Parks and Recreation, NRPA, (703) 820-4940
The Physical Educator, Phi Epsilon Kappa, (317) 637-8431
Research Quarterly for Exercise and Sport, AAHPERD, (703) 476-3400
Scholastic Coach, Scholastic, Inc., (212) 505-3000
Sport Science Review, International Council of Sport Science & Phy. Ed., (217) 351-5076
Women's Sports and Fitness, Women's Sports Foundation, (303) 440-5111

Sample Course Topical Outline

Legal Issues for the Sport Practitioner

1. Rationale for and anatomy of a lawsuit.
2. Law–types and sources
3. Case cites
4. Questions of law
5. Issues surrounding tort law:
    a. Elements and defenses of negligence
    b. Standard of care
    c. Proper conduct of an activity
    d. Risk management
    e. Liability waivers
    f. Recreational immunity statutes
6. Product liability
7. State laws, volunteers, and non-profit sport organizations
8. History of Title IX
9. Sexual harassment
10. Contract law
11. Rights of people with disabilities
12. Precedent setting

Financial Aspects of Sport

1. Financial challenges of sport administration
2. Fundamentals of budgeting
    a. Types of budgets
    b. Income an expense statements
    c. Capital budgeting
    d. Cost analysis
3. Sources of funding from the public sector
4. Public/private sector partnerships
5. Fundraising
6. Economics and its application in sport management

Sport Marketing

1. Marketing management and strategies
2. P's of marketing
3. Marketing goals and objectives
4. Sport consumer behavior
5. Marketing research
6. Public relations and media in sport
7. Sport sponsorship
8. Sport licensing

Facilities Management

1. Facility planning
2. Role of the architect
3. Feasibility studies
4. Architectural plans and drawings
5. Facility management and maintenance
6. Equipment purchasing and maintenance

Introduction to Intramural Sports and Recreational Sport Management

1. History of intramural and recreational sport programming in the United States
2. Components of a modern recreational sport office in a higher education setting
3. Computer use and applications in recreational sport management

4. Tournament scheduling
5. Recruitment and training of sport officials
6. Recognition and point systems
7. Program control

Sociology of Sport

1. The evolution of sport and sport norms
2. Deviance in sports: aggression, sports and society
3. Gender: participation and equity issues
4. Race and ethnicity: racial ideology, participation patterns, intergroup relations
5. Class relations and social mobility
6. Sport and the economy
7. Sports, politics and nationalism
8. Sports and religion

Recreational Sports Personnel

1. The management environment
2. Organizational structure
3. Committee/special groups
4. Job analysis and design
5. Sport job descriptions and job specifications
6. Recruitment and selection of personnel
7. Search and screen committees
8. Orientation and training
9. Recreational sports officiating
10. Aquatic personnel
11. Sport facility supervision
12. Morale/motivation
13. Terminating an employee
14. Employee discrimination: sexual harassment, religious and handicap discrimination

Recreational Sports Programming

1. Foundation

    a. Recreational sports identified
    b. Value of recreational sports
    c. Purpose of program philosophy

d. Role of competition

2. Participant development

   a. Program factors
   b. Participant characteristics
   c. Program implications
   d. Practical applications

3. Intramural sports

   a. Program policies
   b. Personnel
   c. Meets
   d Extramural sports
   e. Rules and regulations
   f. General tournament scheduling procedures
   g. Round robin scheduling
   h. Elimination tournament scheduling

4. Instructional sports
5. Informal sports
6. Fitness/wellness programming
7. Club sports
8. Special events programming
9. Diversity in recreational sports

Sample Textbooks and Publications

Appenzeller, H. (1993). Managing sports and risk management strategies. Durham, NC: Carolina Academic Press.

Boucher, R. L. & Weese, W. J. (Eds.) (1991). Management of recreational sport in higher education. Dubuque, IA: Wm. C. Brown Publishers.

Bridges, F. J. & Roquemore, L. L. (1996). Management for athletic/sport administration: Theory and practice. Decatur, GA: ESM Books.

Bucher, C. A. & Krotee, M. L. (1993). Management of physical education and sport (10th ed.). St. Louis, MO: Mosby.

Carter, D. M. (1994). You can't play the game if you don't know the rules: Career opportunities in sports management. Manassas Park, VA: Impact Publications.

Champion, W. (1993). Sports law. St. Paul, MN: West Publishers.

Chelladurai, P. (1985). Sport management: Macro perspectives. Victoria, BC: Sports Dynamics.

Coakley, J. J. (1994). Sport in society: Issues and controversies. St. Louis, MO: Mosby.

Crane, R. & Dixon, M. (1991). The shape of space: Indoor sports spaces. New York: Van Nostrand Reinhold.

Cuneen, J. & Sidwell, M. J. (1994). Sport management field experiences. Morgantown, WV: Fitness Information Technology, Inc.

Davis, K. A. (1994). Sport management: Successful private sector business strategies. Madison, WI: Brown & Benchmark.

DeSensi, J. T. & Rosenberg, D. (1996). Ethics in sport management. Morgantown, WV: Fitness Information Technology, Inc.

Farmer, P. J., Mulrooney, A. L. & Ammon, R. (1996). Sport facility planning and management. Morgantown, WV: Fitness Information Technologies, Inc.

Flynn, R. B. (1993). Facility planning for physical education, recreation, and athletics. Reston, VA: AAHPERD.

Graham, P. J. (1994). Sport business: Operational and theoretical aspects. Madison, WI: Brown & Benchmark Publishers.

Horine, L. (1991). Administration of physical education and sport programs (2nd ed.). Dubuque, IA: Wm. C. Brown Publishers.

Howard, D. R. & Crompton, J. LO. (1995). Financing sport. Morgantown, WV: Fitness Information Technologies, Inc.

Kaiser, R. A. (1986). Liability and law in recreation, parks, and sports. Englewood Cliffs, NJ: Prentice-Hall, Inc.

Kelly, J. R. (1985). Recreation business. New York: John Wiley & Sons.

Lewis, G. & Appenzeller, H. (1995). Successful sport management. Charlotte, NC: Michie Company.

Lumpkin, A. (1994). Physical education and sport: A contemporary introduction (3rd ed.). St. Louis, MO: Mosby.

Mason, J. G. & Paul, J. (1988). Modern sports administration. Englewood Cliffs, NJ: Prentice-Hall, Inc.

Massengale, J. D. (Ed.). (1987). Trends toward the future in physical education. Champaign, IL: Human Kinetics Publishers, Inc.

Miller, L. K. (1997). Sports Business Management. Gaithersburg, MD: Aspen Publishers.

Mull, R. F., Bayless, K. B., Ross, C. M., & Jamieson, L. M. (1997). Recreational sports management. Champaign, IL: Human Kinetics Publishers, Inc.

O'Brien, D. B. & Overby, J. O. (1997). Legal aspects of sport and entrepreneurship. Morgantown, WV: Fitness Information Technology.

Parkhouse, B. L. (1996). The management of sport: Its foundation and applications (2nd ed.). St. Louis, MO: Mosby.

Parks, J. B. & Zanger, R. K. (Eds.). (1990). Sports & fitness management: Career strategies & professional content. Champaign, IL: Human Kinetics Publishers, Inc.

Patton, R. W., Grantham, W. C., Gerson, R. F. & Gettman, L. R. (1989). Developing and managing health/fitness facilities. Champaign, IL: Human Kinetics Publishers, Inc.

Pitts, B. G. & Stotlar, D. K. (1996). Fundamentals of sport marketing. Morgantown, WV: Fitness Information Technology.

Railery, J. H. & Tschauner, P. R. (1993). Managing physical education, fitness, and sport programs (2nd ed.). Mountain View, CA: Mayfield Publishing Company.

Siedentop, D. (1994). Introduction to physical education, fitness and sport (2nd ed.). Mountain View, CA: Mayfield Publishing Company.

Slack, T. (1997). Understanding sport organizations: The application of organization theory. Champaign, IL: Human Kinetics Publishers, Inc.

Stotlar, D. K. (1993). Successful sport marketing. Dubuque, IA: Brown & Benchmark, Publishers.

Thomas, J. E. & Chalip, L. (1996). Sport Governance in the Global Community. Morgantown, WV: Fitness Information Technology.

VanderZwaag, H. J. (1988). Policy development in sport management. Indianapolis, IN: Benchmark Press, Inc.

VanderZwaag, H. J. (1984). Sport management in schools and colleges. New York: John Wiley & Sons.

Van der Smissen, B. (1990). Legal liability and risk management for public and private entities. Cincinnati, OH: Anderson Publishing.

Walker, M. L. & Seidler, T. (1993). Sport equipment management. Boston, MA: Jones and Bartlett Publishers.

Walker, M. L. & Stotlar, D. K. (1997). Sport facility management. Boston, MA: Jones and Bartlett Publishers.

Warren, R. & Rea, P. (1989). Management of aquatic recreation resources. Worthington, OH: Publishing Horizons.

Wong, G. M. (1994). Essentials of amateur sports law. Wesport, CT: Praeger Publishers.

Zanger, B. K. & Parks, J. B. (1984). Sport management curricula: The business and education nexus. Bowling Green, OH: Bowling Green State University.

Sample Student Projects and Assignments

1. Develop a leader profile of a person in a leadership role, including:

   a. Educational background
   b. Job description
   c. Goals and objectives
   d. Management style

2. Research project on a topic related to sport management.
3. Develop a personnel staff training program.
4. Respond to various case studies.
5. Develop a publicity brochure for a sport program.
6. Legal case analysis.
7. Design an indoor sports facility.
8. Develop a sport management sponsorship package.
9. Develop a budget for a sport program.
10. Reaction papers to pertinent topics.
11. Article reviews on current literature in the sport management field
12. Complete a feasibility study of a sport program.
13. Professional presentations on pertinent topics related to sport management.
14. Field interviews with a professional in a sport management setting.
15. Develop a comprehensive recreational sport personnel manual.
16. Develop a professional portfolio, including:

    a. Resume
    b. Letters of recommendation
    c. Goals, objectives and mission statements
    d. Evaluations from previous jobs and/or volunteer positions
    e. Examples of student's work

Selected Sources for Resource Materials

American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD)
1900 Association Drive
Reston, VA 20191
Phone: (703) 476-3400
Fax: (703) 476-5489
E-mail: webmaster@aahperd.org
Web: www.aahperd.org

American Council On Exercise (ACE)
5820 Oberlin Drive
Suite #102
San Diego, Ca 92121
Phone: (619) 535-8227
Fax: (619) 535-1778
E-mail: examinfo@acefitness.org
Web: www.acefitness.org/

Canadian Association for Health, Physical Education, Recreation and Dance (CAHPERD)
1600 James Naismith Drive,
Gloucester, Ontario K1B 5N4
Phone: (800) 748-5622
Fax: (613) 748-5737
E-mail: CAHPERD@rtm.activeliving.ca
Web: www.activeliving.ca/cahperd/index.html

Canadian Parks/Recreation Association (CP/RA)
1600 James Naismith Drive, Suite 306
Gloucester, Ontario, CANADA K1B 5N4
Phone: (613) 748-5651
Fax: (613) 748-5854
E-mail: cpra@activeliving.ca
Web: www.activeliving.ca/activeliving/cpra.html

Cooper Institute for Aerobics Research
12330 Preston Rd.
Dallas, TX 75230
Phone: (800-635-7050)
Fax (972) 341-3224
E-mail: courses@cooperinst.org

IDEA: The Association for Fitness Professionals
6190 Cornerstone Ct.
Suite 204
San Diego, CA 92121
Phone: (619) 535-8979
Fax: (619) 535-8234
E-mail: member@ideafit.com
Web: www.ideafit.com/

The International Health, Racquet & Sportsclub Association (IHRSA)
263 Summer Street
Boston, MA 02210
Phone: (617) 951-0055 or (800) 228-4772
Fax: (617) 951-0056
E-mail: info@ihrsa.org
Web: www.ihrsa.org/

National Association for Sport and Physical Education (NASPE)
1900 Association Drive
Reston, Virginia 20191
Phone: (800) 213-7193
Fax: (703) 476-8316
E-mail: naspe@aahperd.org
Web: www.aahperd.org/naspe/naspe.html

National Employee Services and Recreation Association (NESRA)
2211 York Road, Suite 207
Oak Brook, Illinois 60523-2371
Phone: (630) 368-1280
Fax: (630) 368-1286
E-mail: nesrahq@aol.com
Web: www.nesra.org

National Intramural-Recreational Sport Association (NIRSA)
850 SW 15th Street
Corvallis, OR 97333
Phone: (541) 766-8211
Fax: (541) 766-8284
E-mail: nirsa@nirsa.org
Web: www.nirsa.org

National Recreation and Park Association (NRPA)
22377 Belmont Ridge Road
Ashburn, VA 20148
Phone: (703) 858-0784
Fax: (703) 858-0794
E-mail: info@nrpa.org
Web: www.nrpa.org

North American Society for Sport Management (NASSM)
Canada: Faculty of Physical Education and Recreation
University of New Brunswick, Canada E3B 5A3

USA: NASSM,
106 Main Street, Suite 344
Houlton, ME 04730-0991
Phone: (506) 453-5010
Fax:: (506) 453-3511
E-mail: NASSM@UNB.CA
Web: www.unb.ca/SportManagement/nassm.htm

Resort and Commercial Recreation Association (RCRA)
P.O. Box 1208
New Port Richey, FL 34656-1208
Phone: (813) 845-7373

Institutions Participating in the Study

Adelphi University
Health, PE & Human Performance
Garden City, NY 11530

Albertson College of Idaho
Physical Education
Caldwell, ID 83605

Alfred State College
Business Administration
Alfred, NY 14802

Arizona State University
Recreation Management and Tourism
Tempe, AZ 85287

Arizona State University
Exercise Science and Physical Education
Tempe, AZ 85287

Arkansas State University
HPERD
State University, AR 72467

Baldwin-Wallace College
HPE
Berea, OH 44017

Ball State University
School of Physical Education
Muncie, IN 47306

Bemidji State University
PEHS
Bemidji, MN 56601

Boston University
Human Movement School of Education
Boston, MA 02215

Bowling Green State University
School of HPER
Bowling Green, OH 43404

Bridgewater State College
Movement Arts, Health Promotion, and Leisure Studies
Bridgewater, MA 02325

Campbell University
Exercise Science
Buies Creek, NC 27506

Canisius College
Sport Administration
Buffalo, NY 14208

Capital University
Health and Sport Sciences
Columbus, OH 43209

Central Michigan University
Sport Administration Grad Program
Mt. Pleasant, MI 48859

Central Washington University
Physical Education
Ellensburg, WA 98926

Clemson University
PRTM
Clemson, SC

College of Charleston
PEHD
Charleston, SC 29464

CSU-Long Beach
Kinesiology and Physical Education
Long Beach, CA 90840

East Tennessee State University
Physical Education and Exercise Sport Sciences
Johnson City, TN 37614

Elon College
Leisure/Sport Management
Elon College, NC 27244

Florida International University
Health, Physical Education and Recreation
Miami, FL 33199

Fort Hays State University
Health and Human Performance
Hays, KS 67601

Georgia Southern University
Recreation and Sport Management
Statesboro, GA 30660

Georgia Tech
ISB & E
Atlanta, GA 30332

Grambling State University
HPELS
Grambling, LA 71245

Guilford College
Sport Management
Greensboro, NC 27410

Harding University
Kinesiology
Searcy, AR 72149

Illinois State University
HPER
Normal, IL 60790

Indiana State University
Recreation and Sport Management
Terre Haute, IN 47809

Columbus State University
Physical Education and Leisure Management
Columbus, GA 30907

East Carolina University
Dept of E & TT
Greenville, NC 27878

Eastern Illinois University
PED
Charleston, IL 61920

Flagler College
Sport Management
St. Augustine, FL 32084

Florida State University
Physical Education
Tallahassee, FL 32306

Furman University
Health and Exercise Science
Greenville, SC 29613

Georgia State University
Kinesiology & Health
Atlanta, GA 30303

Gettysburg College
Health and Exercise Sciences
Gettysburg, PA 17325

Grand Valley State University
Health, Recreation and Wellness
Allendale, MI 49401

Hampton University
Athletics and Physical Education
Hampton, VA 23668

Henderson State University
Health, Phys Ed, Rec and Dance
Arkadelphia, AR 71923

Indiana University
Dept of Recreation and Park Adm
Bloomington, IN 47405

Iowa State University
Health and Human Performance
Ames, IA 50011

Ithaca College
Exercise and Sport Sciences
Ithaca, NY 14850

Kansas State University
Dept of HFRR
Manhattan, KS 66521

Kent State University
Exercise Leisure and Sport
Kent, OH 44242

Le Tourneau University
Athletics
Longview, TX

Loras College
Physical Education
Dubuque, IA 52001

Mankato State University
Human Performance
Mankato, MN 56001

Millersville University
Health and Physical Education
Millersville, PA 17512

Mormilla College
Sport Management
Buffalo, NY 14214

Montana State University-Bozeman
Health and Human Development
Bozeman, MT 59717

New Mexico State University
PERD
Las Cruces, NM 88003

North Carolina State University
Parks, Recreation and Tourism Management
Raleigh, NC 27695

Northern Illinois University
Department of Physical Education
DeKalb, IL 60115

Northwestern State University
H and HP
Natchitoches, LA 71497

James Madison University
Kinesiology
Harrisonburg, VA 22807

Keene State College
Health and Physical Education
Keene, NH 03435

Lenoir-Rhyal College
Healthful Living/Sports Studies
Hickory, NC 28603

Liberty University
Sport Sciences
Lynchburg, VA 24506

Luther College
Dept of Health and Physical Education
Decorah, IA 52101

Michigan State University
Dept of Physical Education and Exercise Science
East Lansing, MI 48824

Mississippi State University
Health, Physical Education, Recreation and Sport
Mississippi State, MS 39762

Mount Union College
Dept of PE, Health Spt Med and Spt Management
Alliance, OH 44601

New Mexico State University
College of Business
Las Cruces, NM 88003

Newberry College
Physical Education
Newberry, SC 29108

Northwest Missouri State University
Campus Recreation
Maryville, MO 64468

Northern Michigan University
HPER
Marquette, MI 49855

Ohio Northern University
H.P.E.S.S.
Ada, OH 45810

Ohio State University
Sport Exercise Science
Columbus, OH 43210

Ohio University
School of Rec and Sports Sciences
Athens, OH 45701

Oregon State University
Exercise and Sport Science
Corvallis, OR 97331

Radford University
Department of Leisure Services
Radford, VA

Robert Morris College
Sport Administration
Moon Twp, PA 15108

Saginaw Valley State University
Physical and Health Education
Canta, MI 48700

Sam Houston State University
Kinesiology
Huntsville, TX 77341

Simpson College
P.E. Dept
Indianola, IA 50125

Southwest Missouri State University
Physical Education Department
Cape Girardeau, MO 63701

St. Cloud State University
HPERSS
St Cloud, MN 56301

SUNY-Brockport
Sport Management and Athletic Administration
Brockport, NY 14420

Temple University
Sport Management and Leisure Studies
Philadelphia, PA 15122

Texas Southern University
College of Education
Houston, TX 77004

Ohio University
Sports Administration and Facility Management
Athens, OH 45701

Oklahoma State University
School of HPEL
Stillwater, OK 74078

Quincy University
Education Department
Quincy, IL 62301

Rice University
Human Performance and Health Sciences
Houston, TX 77005

Rutgers University
Dept of Exercise Science and Sport Studies
New Brunswick, NY 08903

Saint Leo College
Sport Management
Saint Leo, FL 33574

Seattle Pacific University
Physical Education
Seattle, WA 98119

Slippery Rock University
Sport Management- Morrow Fieldhouse
Slippery Rock, PA 16057

Springfield College
Sport Management
Springfield, MA 01109

St. Thomas University
Professional Management
Miami, FL 33054

SUNY-Cortland
Physical Education
Cortland, NY 13045

Texas A & M
College of Education
College Station, TX 77843

Texas Wesleyan University
Exercise and Sport Studies
Forth Worth, TX 76179

Tiffin University
Sport Management
Tiffin, OH 44883

U.S. Sports Academy
Sport Management
Daphne, AL 36526

University of Arizona
Physical Education
Tucson, AZ 85721

University of Connecticut
Sport, Leisure, Exercise Sciences
Storrs, CT 06269

University of Georgia
Physical Education and Sport Studies
Athens, GA 30602

University of Houston
HHP Department
Houston, TX 77204

University of Illinois
Kinesiology
Urbana, IL 61801

University of Kansas
Health, Sport, and Exercise Science
Lawrence, KS 66045

University of Louisville
HPES
Louisville, KY 40292

University of Maryland (UMBC)
Athletics, PE, Rec
Baltimore, MD

University of Minnesota
Sport Studies Program
Minneapolis, MN 55455

University of Mississippi
Exercise Science and Leisure Management
University, MS 38677

University of New Mexico
Physical Performance and Development
Albuquerque , NM 87131

Troy State University
Dept of Kinesiology and Health Promotion
Troy, AL 36082

University of Alabama
Human Performance Studies
Tuscaloosa, AL 35487

University of Arkansas
HKRD
Fayetteville, AR 72701

University of Florida
Exercise and Sport Sciences
Gainesville, FL

University of Hartford
Parney School
West Hartford, CT 06117

University of Illinois
Leisure Studies
Champaign, IL 61820

University of Iowa
Sport, Health, and Leisure Studies
Iowa City, IA 52242

University of Kentucky
Dept of R.H.P.
Lexington, KY 40506

University of Maine at Machias
Professional Studies Division
Machias, ME 04654

University of Massachusetts
Sport Studies
Amherst, MA 01003

University of Minnesota
Kinesiology, Leisure Studies and Recreation
Minneapolis, MN 55455

University of Nebraska- Kearney
HPER
Kearney, NE 68849

University of New Haven
Business-Sports Management
West Haven, CT 06516

University of North Carolina
Physical Education, Exercise and Sport Science
Chapel Hill, NC 27599

University of Oregon
Lundquist College of Business
Eugene, OR 97403

University of Southern Mississippi
School of Human Performance and Recreation
Hattiesburg, MS 39406

University of Tampa
Exercise Science and Sport
Tampa, FL 33606

University of the Incarnate Word
Human Performance
San Antonio, TX 78209

University of Utah
Exercise and Sport Science
Salt Lake City, UT 84112

University of Wisconsin-Lacrosse
Exercise and Sport Science
Lacrosse, WI 54601

Washington State University
Educational Leadership
Pullman, WA 99164

Western Carolina University
Sport Management
Cullowhee, NC 28723

Western Illinois University
Physical Education
Macomb, IL 61455

Wittenberg University
Health, Fitness and Sport
Springfield, OH 45504

University of Oklahoma
Health and Sport Science
Norman, OK 73019

University of South Dakota
HPER
Vermillion, SD 57069

University of Southwestern Louisiana
HPER
Lafayette, LA 70506

University of Tennessee
Sport and Phys Activities
Knoxville, TN 37996

University of Toledo
Health Promotion and Human Performance
Toledo, OH 43606

University of Wyoming
Physical Health Education
Laramie, WY 82070

Virginia Commonwealth University
Division of HPER
Richmond, VA 23284

West Virginia University
Sport Management
Morgantown, WV 26506

Western Maryland College
Exercise Science and Physical Education
Westminster, MD 21157

Wichita State University
Dept of HPE
Wichita, KS 67260

Table 1. Specific Degree and Course Offerings in Sports Management

	Yes		No	
	Number	Percent	Number	Percent
Undergraduate degree program in Sport Management (n=132)	78	59.1	54	40.9
Graduate degree program in Sport Management (n=131)	65	49.6	66	50.4
Undergraduate course(s) in Sport Management (n=131)	80	60.1	51	38.9
Graduate course(s) in Sport Management (n=130)	69	53.1	61	46.9
Plan to offer a Sport Management program in the future (n=21)	4	19.0	17	81.0

Table 2. Administrative Structure Housing Academic Program

Administrative Department	n	%
Physical Education/Kinesiology	54	48.2
Park/Recreation and Leisure Studies	9	8.0
Sport Studies, Sport Management or Sport Administration	8	7.1
Business	8	7.1
Other	33	29.6

(n = 112)

Table 3. Philosophy and Primary Emphasis of Sports Management

Degree Programs and Courses

Philosophy and Primary Emphasis	n	%
Emphasis is placed on teaching the student to plan, organize and otherwise coordinate recreational sports programming and related activities for the masses in a recreational setting.	11	10.0
Emphasis is placed on teaching the student to provide management and marketing services for professional and varsity athletic agencies.	40	36.4
Emphasis is divided between sport programming in recreational settings and professional sports marketing and services.	50	45.4
Our philosophy and primary emphasis have not been fully determined at this time.	9	8.21

(n = 110)

Table 4. Accreditation

	n	%
Is sport management programs accredited:		
Yes	30	25.6
No	87	74.4

(n = 117)

Accrediting organization or agency

NASSM/NASPE	11	40.7
NCATE	6	22.3
NRPA	3	11.1
NCA	3	11.1
South Central Accrediting	3	11.1
AACSB	1	3.7

Table 5. Average Student Enrollment

	Undergraduate	Graduate
Total university enrollment (n = 94/67)	11,502	3,427
Department enrollment (n = 88/67)	357	96
Sport management majors (n = 73/57)	87	34

Table 6. Internship Requirements

	Yes	No
Students required to complete an internship:		
Undergraduates (n = 79)	86.1%	13.9%
Graduates (n = 64)	36.4%	63.6%
Average number of credits given for internship:		
Undergraduate (n = 132)	6 credit hours	
Graduate (n = 64)	3 credit hours	
Length of the internship:		
Undergraduate (n = 39)	3-4 months	
Graduate (n = 28)	3-4 months	

Table 7. Employment Settings for Undergraduate and Graduate Students in Rank Order

Rank	Undergraduate Students	Graduate Students
1	Professional sport franchises	School/college athletics
2	School/college athletics	Professional sport franchises
3	Sport business	Sport business
4	Fitness clubs	Sport marketing/merchandising
5	Sport marketing/merchandising	Facility management
6	Facility management	Collegiate
7	Municipal parks and recreation	Sport governing bodies
8	Private sport clubs	Municipal parks and recreation
9	Sport governing bodies	Fitness clubs
10	YMCA/YWCA	Sport good sales

(n = 132)

Table 8. Admission Specifics for Sport Management Programs

	Undergraduate Program	Graduate Program
Minimum grade point average (GPA) for admission into program (n = 56/58)	2.24	2.83
Average number of students admitted per year (n = 67/60)	33.3	18.3
Maximum number of students admitted per year (n = 26/36)	40.8	23.2
Total number of credit hours required to graduate (n = 72/63)	127.6	43.0

Table 9. Sport Management Curriculum/Courses . The most often cited sport management and business courses were:

Undergraduate Program	Graduate Program
Required Sport Management Courses:	
Sport Law/Legal Aspects of Sport (54)	Research Methods (58)
Sport Administration (51)	Sport Law/Legal Aspects of Sport (48)
Sport Management (49)	Sport Administration (38)
Athletic Administration (48)	Statistics (38)
	Sport Management (37)
Elective Sport Management Courses:	
Coaching of Sports (34)	Sport Psychology (36)
Officiating (30)	Facility Management (28)
Required Business Courses:	

Budgeting (59)	Marketing (18)
Marketing (55)	Budgeting (13)
Economics (54)	
Elective Business Courses:	
Organizational Behavior (31)	Organizational Behavior (32)
Business Communications (27)	Business Communications (30)

(n = 133)

Note: the numbers in parentheses represent actual the number of institutions who indicated these course.

Table 9. Organizations/Associations consulted for curriculum information.

Organization/Association	n	%
AAHPERD	47	40.9
NASSM	42	36.5
NRPA	4	3.5
NIRSA	3	2.6
Others	3	2.6
No organization consulted	16	13.9

(n = 115)

Study Questionnaire

INSTRUCTIONS: Below are several items concerning professional preparation in sport management. Please complete the applicable items and return the form in the pre-addressed stamped envelope provided. Your professional assistance is genuinely appreciated.

1. Which of the following courses and/or degree programs or options are currently offered in sport management at your institution?

A. Undergraduate degree/option in sport management	Yes _____	No _____
B. Graduate degree/option in sport management	Yes _____	No _____
C. Specific undergraduate course(s) in sport management	Yes _____	No _____
D. Specific graduate course(s) in sport management	Yes _____	No _____
E. If you answered "No" to all four of the preceding items, are you considering offering degree/options or specific course(s) in sport management in the future?	Yes _____	No _____

If you DO NOT currently offer academic programs or specific courses in sport management at the undergraduate or graduate levels, please proceed directly to Item # 14 at the end of this form. Otherwise, please proceed to Item #2.

2. What is the administrative structure housing your academic program:

_____ Park and Recreation	_____ Physical Education	_____ Business
_____ Sport Management	_____ Student Personnel	_____ Public Administration
_____ Sport Administration	_____ Kinesiology	_____ Exercise Science

_____ Other (please specify): _____

3. Which of the following statements best describes the philosophy and primary emphasis of your sport management program? (Please check one)

_____ Emphasis is placed on teaching the student to plan, organize, direct and otherwise coordinate recreational sport programming and related activities for the masses in a recreational setting.

_____ Emphasis is placed on teaching the student to provide management and marketing services for professional and varsity athletic agencies.

_____ Emphasis is divided between sport programming in recreational settings and professional sport marketing and services.

_____ Our philosophy and primary emphasis have not been fully determined at this time.

4. What is the title of the degree students receive upon completion in your program?

_____

5. How long has your program been in existence? ___ years

6. Is your program accredited? _____ yes _____ no

If yes, by what accrediting organization or agency?

7. What is your *approximate* student enrollment in the following categories:

Undergraduate		Graduate
_____	Total university enrollment	_____
_____	Department enrollment	_____
_____	Sport Management majors	_____

8. Are students required to complete a field/internship requirement as a part of their degree program in sport management?

Undergraduate: _____ Yes No _____

If yes: Number of credits: _____ How many months: _____

Graduate: _____ Yes No _____

If yes: Number of credits: _____ How many months: _____

9. Where are your graduates finding employment in the field of sport management? Please rank order the top three settings of employment (with 1 representing the top rank):

Undergraduate		Graduate
_____	Boy's/Girls Club	_____
_____	Church recreation	_____
_____	Collegiate recreation	_____
_____	Correctional	_____
_____	Employee recreation	_____
_____	Facility management	_____
_____	Fitness clubs	_____
_____	Hostelries	_____
_____	Military recreation	_____
_____	Municipal parks and rec	_____
_____	Private sport clubs	_____
_____	Professional sport franchise	_____
_____	School/college athletics	_____
_____	Sport businesses	_____
_____	Sport governing bodies	_____
_____	Sport marketing/merchandizing	_____
_____	Sporting good sales	_____
_____	Travel/cruise	_____
_____	Youth organizations	_____
_____	YMCA/YWCA	_____
_____	Other: _____	_____
_____	Other: _____	_____

10. The following are specific questions regarding your undergraduate and/or graduate sport management programs.

	Undergraduate Program	Graduate Program
A. Minimum GPA required for admission into program?		

B. Average # of student admitted per year?		
C. Maximum # of students admitted per year?		
D. Total number of credit hours required to graduate?		

11. We would like to know if the following courses are: **required (R)** courses in the curriculum, offered as **elective(E)** courses or are **not offered (NO)** or part of your curriculum. Please place a **R** for required course, **E** if it is an elective or **NO** if the course is not offered for *both* your undergraduate and graduate programs.

Courses	Undergraduate Program	Graduate Program
Business Courses		
Budgeting or Accounting		
Business Communication		
Economics		
Marketing		
Organizational Behavior		
Other Business course (s):		
Sport Management/Administration Courses		
Athletic Administration		
Budget/Finance Management		
Club Sport Operations		
Coaching of Sports		
Computer Applications		
Ethics in Sport		
Event Management		
Exercise Physiology		
Facility Management		
History of Sports		
Issues and Trends in Sport Management		
Officiating		

Courses	Undergraduate Program	Graduate Program
Personnel		
Philosophy of Sport		
Practicum in Sport		
Program Development		
Program Planning		
Public Relations		
Research Methods		
Safety/1st Aid		
Seminar in Sport		
Sport Administration		
Sport Communications		
Sport in Society		
Sport Law or Legal Aspects of Sport		
Sport Management		
Sport Marketing		
Sport Promotion		
Sport Psychology		
Statistics		
Other courses of interests that you might offer....		

12. What organizations or associations did you consult for information and/or materials in the planning and conduct of your sport management course (s)/program (s)? Please rank order the top two organizations or associations with 1 representing the top rank:

_____ American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD)
_____ National Intramural-Recreational Sport Association (NIRSA)
_____ National Recreation and Parks Association (NRPA)
_____ North American Society for Sport Management (NASSM)
_____ Resort and Commercial Recreation Association (RCRA)
_____ Others: _____
_____ No organization or association was consulted